



CITY OF CLEVELAND

Mayor Frank G. Jackson

Cleveland Division of Police

Staffing Presentation

Jan. 30, 2019



Staffing Plan Goals



The Cleveland Division of Police (CDP) was tasked with conducting a staffing report. The CDP staffing report is based on research, an evaluation of current staffing levels, industry best practices, budgetary considerations, crime reduction strategies, community engagement and problem oriented policing.

CDP utilized the staffing studies from the following: Louisville Metro Police Department, Albuquerque Police Department and the COPS/MSU publication (2012) titled “Performance-Based approach to police staffing and allocation”, for the formulation of this plan.

This report will focus on following three (3) components that will enable CDP to better manage and deploy resources:

1. **Violent crime reduction**
2. **Community and Problem-Oriented Policing Plan (CPOP)**
3. **Compliance with the Settlement Agreement**

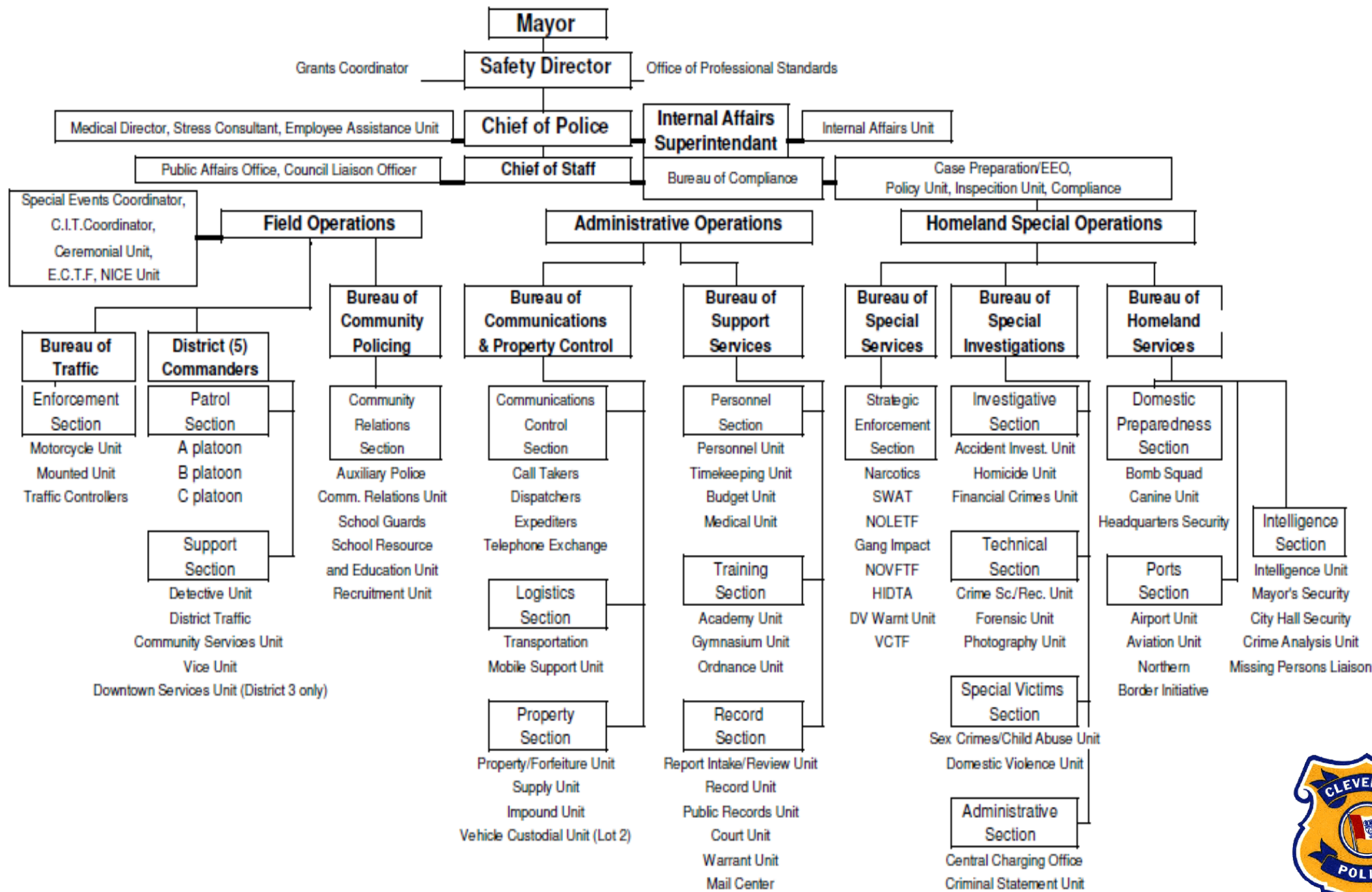




CITY OF CLEVELAND
Mayor Frank G. Jackson

Current CDP Organizational Chart







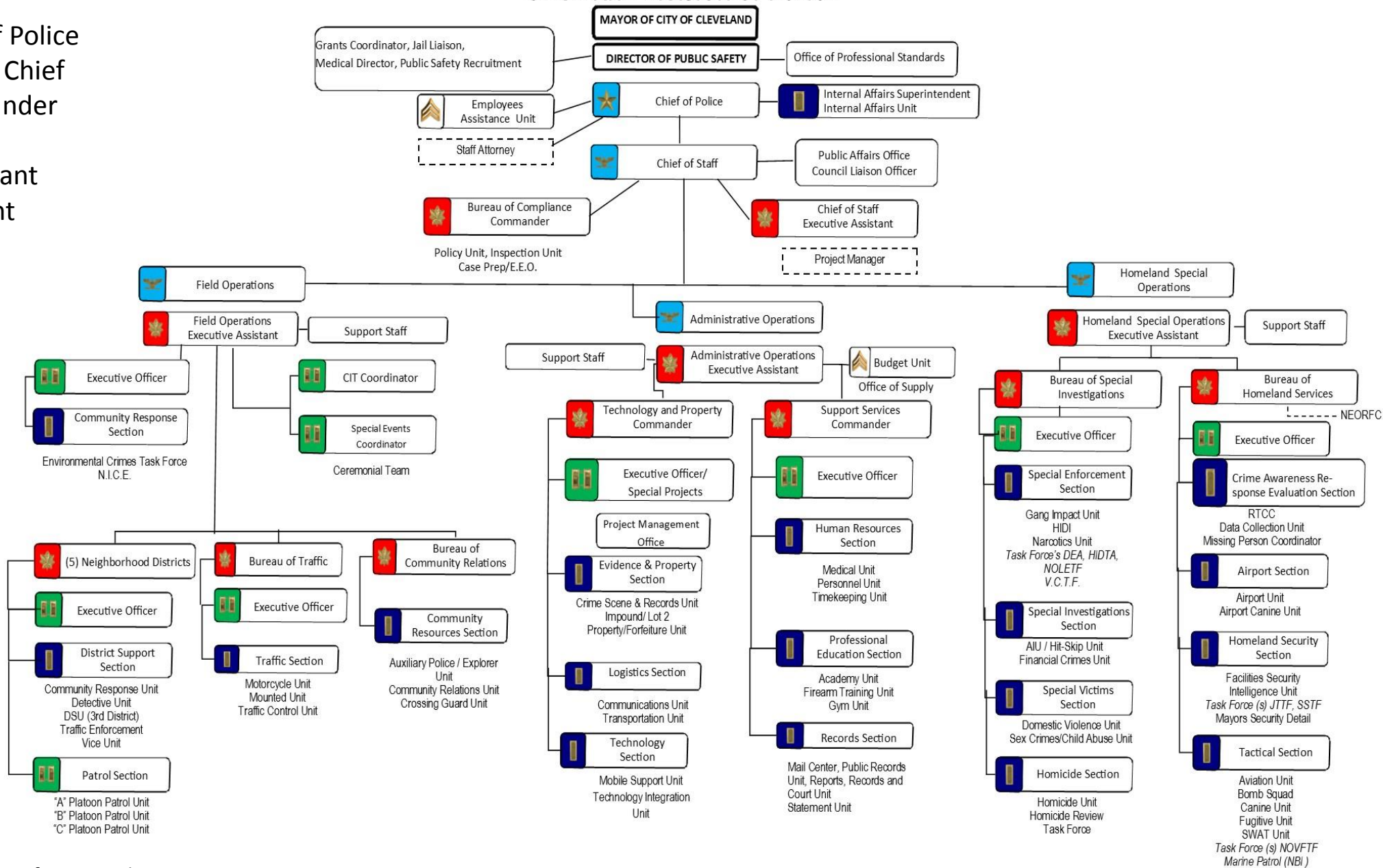
CITY OF CLEVELAND
Mayor Frank G. Jackson

Proposed CDP Organizational Chart





CLEVELAND DIVISION OF POLICE



- Increase in # of commanders
- Requesting a change to ordinance to increase number of front line sergeants to ensure a smaller ratio of supervisors to officers





CITY OF CLEVELAND
Mayor Frank G. Jackson

Workload Based Staffing Model

U.S. Department of Justice

*“A Performance-Based approach to Police Staffing and Allocation” by
Jeremy M. Wilson and Alexander Weiss*



Workload Based Staffing Model



- **Examining the distribution of calls for service by hour, day, and month**
- **Examining the nature of calls for service**
- **Estimating time consumed on calls for service**
- **Calculating agency shift-relief factor**
- **Establishing performance objectives**
- **Providing staffing estimates**





CITY OF CLEVELAND
Mayor Frank G. Jackson

Calls For Service



8hr and 10hr Staffing Factor



CITY OF CLEVELAND
Mayor Frank G. Jackson

8 Hr Staffing Factor	2018
days off	832
Furlough Avg	92.5
PH Days Avg	16
Sick Time Avg	108
In Service Days	48
Comp Time Avg.	118.5
Days Available	1215
Staffing Factor	1.71

10 Hr Staffing Factor	2018
days off	1560
Furlough Avg	92.5
PH Days Avg	20
Sick Time Avg	108
In Service Days	60
Comp Time Avg.	118.5
Days Available	1959
Staffing Factor	2.16



CDP Patrol Section Staffing Formula



0700-1400	CFS	25%	25%	ADJCFS	(1 & 45 min)	UNITS (/2920)	units	units	60%	60%	XSRF 1.71	XSRF	OFFICE		Combined	Recommenc
D1 (SR)	6393	1598.25	1599	7992	7992.0	2.74	3.0	5.0	5	8.55	9	4	13	37	District 1	
D1 (ZC)	9928	2482	2482	12410	9307.5	3.19	4.0	8.0	13.4	14	23.94	24	24		116	

- Column 2: number of CFS based one or two officer cars for a specific time frame
- Column 3: back up cars (25%) multiplied by CFS in column 2
- Column 4: adjusted CFS to include the backup officer
- Column 5: column 4 multiplied by 1 hr. or 45 min to get the total minutes on a CFS
- Column 6: column 5 divided by 2920(total days in a year multiplied by 8 hrs.)
- Column 8: column 6 multiplied by percentage of time dedicated to CFS
- Column 9: column 8 officers needed per day multiplied by the shift relief factor
- Column 10: office staff set at 4 officers
- Column 11: total officers needed to staff one shift





CITY OF CLEVELAND
Mayor Frank G. Jackson

CDP Patrol Car Plan



Current Car Plan



CITY OF CLEVELAND

Mayor Frank G. Jackson

District	1	Zone Cal	SR Cars	Zone Cal	SR Cars
Platoon	A	700	700	800	800
		1A13	1C15	1B12	1D11
		1A16	1C14	1B14	1D13
				1B17	
Platoon	B	1400	1400	1500	1500
		1A23	1C22	1B21	1D23
		1A25	1C24	1B22	1D26
		1A26	1C27	1B24	
				1B27	
Platoon	C	2100	2100	2200	2200
		1A33	1C37	1B32	
		1A35	1C31	1B34	
		1A36		1B37	

District	2	Zone Cal	SR Cars	Zone Cal	SR Cars
Platoon	A	700	700	800	800
		2A11	2C12	2B12	2D11
		2A13	2C13	2B15	2D14
		2A14	2C15	2B16	2D16
		2A17	2C17		2D17
Platoon	B	1400	1400	1500	1500
		2A21	2C22	2B22	2D21
		2A23	2C23	2B25	2D24
		2A24	2C25	2B26	
		2A27	2C27	2B27	2D27
Platoon	C	2100	2100	2200	2200
		2A31	2C37	2B32	
		2A33	2C31	2B35	
		2A34		2B36	
		2A37			

District	3	Zone Cal	SR Cars	Zone Cal	SR Cars
Platoon	A	700	700	800	800
		3A12	3C13	3B11	3D15
		3A15	3C14	3B13	3D17
				3B16	3D12
Platoon	B	1400	1400	1500	1500
		3A22	3C21	3B21	3D22
		3A23	3C23	3B23	
		3A24		3B26	
		3A25		3B27	
Platoon	C	2100	2100	2200	2200
		3A34	3C31	3B31	
		3A35	3C37	3B33	
		3A32		3B36	

District	4	Zone Cars	SR Cars	Zone Cal	SR Cars
Platoon	A	700	700	800	800
		4A13	4C12	4B11	4D11
		4A16	4C15	4B14	4D12
		4A18	4C16	4B15	4D17
			4C14	4B17	4D18
					4D13
Platoon	B	1400	1400	1500	1500
		4A21	4C21	4B21	4D21
		4A22	4C22	4B23	4D24
		4A26	4C24	4B24	4D27
		4A28	4C25	4B25	4D28
		4A27	4C26		4D22
					4D23
Platoon	C	2100	2100	2200	2200
		4A34	4C37	4B31	4D33
		4A36		4B33	4D32
		4A31		4B35	
				4B37	
				4B38	

District	5	Zone Cars	SR Cars	Zone Cal	SR Cars
Platoon	A	700	700	800	800
		5A11	5C12	5B12	5D11
		5A15	5C13	5B13	5D15
			5C14	5B14	5D16
Platoon	B	1400	1400	1500	1500
		5A21	5C22	5B22	5D21
		5A22	5C23	5B24	5D25
		5A23	5C24	5B26	5D22
		5A25			
Platoon	C	2100	2100	2200	2200
		5A31	5C32	5B32	
		5A32	5C35	5B33	
		5A35		5B34	
				5B36	

Regular Car Plan Effective From: May 1 To: Dec 31st

Revised : 4/28/2017



CITY OF CLEVELAND
Mayor Frank G. Jackson



Revised :		1/21/2019
------------------	--	-----------



CITY OF CLEVELAND
Mayor Frank G. Jackson

UNIT	CAPTAIN			LIEUTENANT			SERGEANT			PATROL OFFICER			CIVILIAN
	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	
DISTRICT 1				1	1	1				1	1	5	4
<i>DISTRICT TRAINING COORDINATORS</i>										1	1	1	
PATROL SECTION	1	1	1										
<i>A PLATOON</i>				1	1	0	7	6	6	37	29	28	
<i>B PLATOON</i>				2	2	1	8	7	7	47	52	40	
<i>C PLATOON</i>				2	1	1	7	7	6	32	29	30	
SUPPORT SECTION	1	1	1	1	1								
<i>COMMUNITY RESPONSE UNIT</i>						1	1	1	2	10	10	11	
<i>COMMUNITY ENGAGEMENT OFFICERS (GRANT)</i>										3	3	3	
<i>DETECTIVE UNIT</i>						1	2	1	1	18	18	14	
<i>TRAFFIC UNIT</i>										2	2	3	
<i>VICE UNIT</i>							1	1	1	10	10	8	
DISTRICT 1 TOTALS	2	2	2	7	6	5	26	23	23	161	155	143	4
UNIT	CAPTAIN			LIEUTENANT			SERGEANT			PATROL OFFICER			CIVILIAN
	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	
DISTRICT 2				1	1	1				1	1	6	4
<i>DISTRICT TRAINING COORDINATORS</i>										1	1	1	
PATROL SECTION	1	1	1										
<i>A PLATOON</i>				1	1	1	7	6	6	44	35	35	
<i>B PLATOON</i>				2	2	1	8	7	7	58	63	57	
<i>C PLATOON</i>				2	2	1	7	7	6	36	37	37	
SUPPORT SECTION	1	1	0	1	1	0							
<i>COMMUNITY RESPONSE UNIT</i>						1	1	1	2	10	10	10	
<i>COMMUNITY ENGAGEMENT OFFICERS (GRANT)</i>										3	3	2	
<i>DETECTIVE UNIT</i>						1	2	1	1	17	17	16	
<i>TRAFFIC UNIT</i>										2	2	2	
<i>VICE UNIT</i>							1	1	1	10	10	6	
DISTRICT 2 TOTALS	2	2	1	7	7	6	26	23	23	182	179	172	4





CITY OF CLEVELAND
Mayor Frank G. Jackson

	CAPTAIN			LIEUTENANT			SERGEANT			PATROL OFFICER			CIVILIAN
UNIT	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	
DISTRICT 3				1	1	0				1	1	5	4
<i>DISTRICT TRAINING COORDINATORS</i>										1	1	1	
PATROL SECTION	1	1	1										
<i>A PLATOON</i>				1	1	1	7	6	6	40	31	31	
<i>B PLATOON</i>				2	2	1	8	7	7	58	52	45	
<i>C PLATOON</i>				2	2	1	7	7	6	36	39	36	
SUPPORT SECTION	1	1	1	1	1	0							
<i>COMMUNITY RESPONSE UNIT</i>						1	1	1	2	10	10	10	
<i>COMMUNITY ENGAGEMENT OFFICERS (GRANT)</i>										3	3	3	
<i>DETECTIVE UNIT</i>						1	2	1	1	19	19	16	
<i>DOWNTOWN SAFETY UNIT</i>				1	1	1	6	6	5	35	35	29	
<i>TRAFFIC UNIT</i>										2	2	3	
<i>VICE UNIT</i>							1	1	1	10	10	8	
DISTRICT 3 TOTALS	2	2	2	8	8	6	32	29	28	215	203	187	4

	CAPTAIN			LIEUTENANT			SERGEANT			PATROL OFFICER			CIVILIAN
UNIT	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	
DISTRICT 4				1	1	1				1	1	6	4
<i>DISTRICT TRAINING COORDINATORS</i>										1	1	1	
PATROL SECTION	1	1	1										
<i>A PLATOON</i>				1	1	1	7	6	6	46	47	36	
<i>B PLATOON</i>				2	2	1	8	7	7	60	58	54	
<i>C PLATOON</i>				2	2	1	7	7	6	45	40	40	
SUPPORT SECTION	1	1	1	1	1	0							
<i>COMMUNITY RESPONSE UNIT</i>						1	1	1	2	10	10	10	
<i>COMMUNITY ENGAGEMENT OFFICERS (GRANT)</i>										3	3	3	
<i>DETECTIVE UNIT</i>						1	2	1	2	27	20	21	
<i>TRAFFIC UNIT</i>										2	2	2	
<i>VICE UNIT</i>							1	1	1	10	10	7	
DISTRICT 4 TOTALS	2	2	2	7	7	6	26	23	24	205	192	180	4





CITY OF CLEVELAND
Mayor Frank G. Jackson

UNIT	CAPTAIN			LIEUTENANT			SERGEANT			PATROL OFFICER			CIVILIAN
	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	
DISTRICT 5				1	1	1				1	1	3	4
<i>DISTRICT TRAINING COORDINATORS</i>										1	1	1	
PATROL SECTION	1	1	1										
<i>A PLATOON</i>				1	1	1	7	6	6	37	29	29	
<i>B PLATOON</i>				2	2	1	8	7	7	47	46	45	
<i>C PLATOON</i>				2	1	0	7	7	6	32	34	33	
SUPPORT SECTION	1	1	1	1	1	0							
<i>COMMUNITY RESPONSE UNIT</i>							1	1	2	10	10	12	
<i>COMMUNITY ENGAGEMENT OFFICERS (GRANT)</i>										3	3	3	
<i>DETECTIVE UNIT</i>						1	2	1	1	22	22	13	
<i>TRAFFIC UNIT</i>										2	2	2	
<i>VICE UNIT</i>							1	1	1	10	10	8	
DISTRICT 5 TOTALS	2	2	2	7	6	4	26	23	23	165	158	149	4



Recommended Staffing Numbers

1/21/2019



CITY OF CLEVELAND
Mayor Frank G. Jackson

AREA	CAPTAIN			LIEUTENANT			SERGEANT			PATROL OFFICER			CIVILIAN
	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	
DIRECTOR OF PUBLIC SAFETY	0	0	0	1	1	2	2	2	2	2	2	0	0
CHIEFS OFFICE	0	0	0	1	1	0	11	10	8	5	5	10	7
CHIEF OF STAFF (DEPUTY CHIEF)	0	0	0	0	0	0	3	3	3	4	3	1	0
CHIEF OF STAFF XO (COMMANDER)	0	0	0	1	1	1	1	0	0	1	0	0	0
BUREAU OF COMPLIANCE (COMMANDER)	0	0	2	2	2	0	7	7	9	5	2	3	3
FIELD OPERATIONS (DEPUTY CHIEF)	2	2	2	1	1	0	2	2	1	0	0	0	1
FIELD OPERATIONS XO (COMMANDER)	1	1	0	2	1	1	6	3	3	43	28	14	1
ADMINISTRATIVE OPS (DEPUTY CHIEF)	0	0	0	0	0	0	0	0	0	0	0	0	1
ADMINISTRATIVE OPS XO (COMMANDER)	0	0	0	1	0	0	2	2	1	2	2	1	5
HOMELAND SPECIAL OPERATIONS (DEPUTY CHIEF)	0	0	0	1	1	1	1	1	0	0	0	0	1
HOMELAND SPECIAL OPERATIONS XO (COMMANDER)	0	0	0	0	0	0	0	0	0	1	1	0	1
DISTRICT 1	2	2	2	7	6	6	26	23	23	161	155	143	4
DISTRICT 2	2	2	1	7	7	6	26	23	23	182	179	172	4
DISTRICT 3	2	2	2	8	8	6	32	29	28	215	203	187	4
DISTRICT 4	2	2	2	7	7	6	26	23	24	205	192	180	4
DISTRICT 5	2	2	2	7	6	4	26	23	23	165	158	149	4
BUREAU OF TRAFFIC	1	1	0	1	1	1	6	5	6	40	37	33	24
BUREAU OF COMMUNITY RELATIONS	0	0	1	1	1	0	2	1	1	17	17	4	2
TECHNOLOGY AND PROPERTY COMMANDER	1	1	0	3	3	5	9	9	8	52	50	49	142
SUPPORT SERVICES COMMANDER	1	1	2	3	3	4	15	15	20	45	44	190	51
BUREAU OF SPECIAL INVESTIGATIONS	1	1	0	5	5	3	17	15	10	117	116	87	7
BUREAU OF HOMELAND SERVICES	1	1	1	4	3	4	17	15	12	108	108	82	19
RECOMMENDED TOTALS	18	18	17	63	58	50	237	211	205	1370	1302	1305	285
2018 Budgeted Staffing	18			58			213			1302			



Bureau of Special Investigations



CITY OF CLEVELAND
Mayor Frank G. Jackson

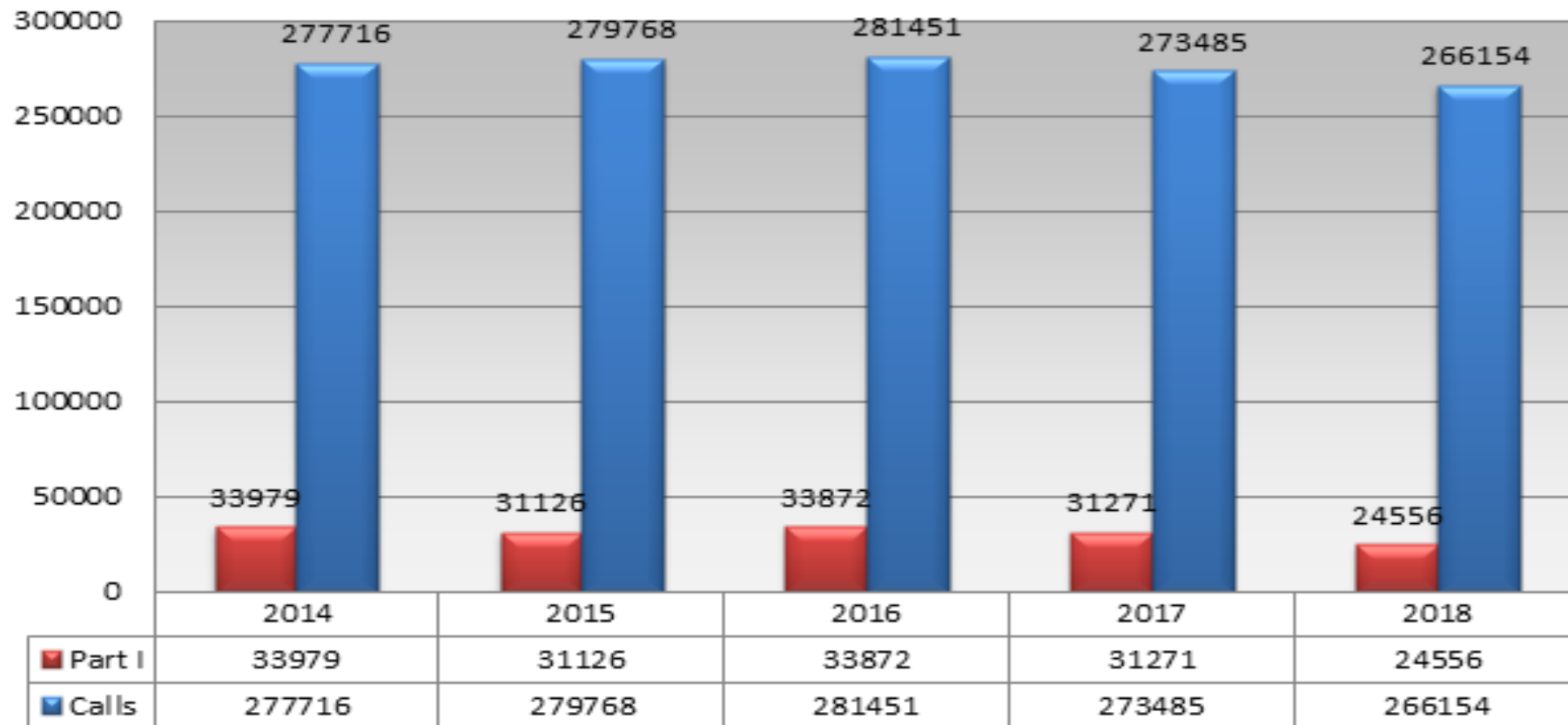
	CAPTAIN			LIEUTENANT			SERGEANT			PATROL OFFICER			
	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	2020*	2018	CRNT	
SPECIAL INVESTIGATIONS SECTION				1	1	1							
<i>ACCIDENT INVESTIGATIONS/HIT SKIP</i>							1	1	0	10	10	10	
<i>FINANCIAL CRIMES UNIT</i>							1	1	0	5	5	2	
SPECIAL VICTIMS SECTION				1	1	1							
<i>DOMESTIC VIOLENCE SECTION</i>							2	2	2	15	15	10	
<i>SEX CRIMES/CHILD ABUSE UNIT</i>							2	2	1	23	23	14	
HOMICIDE SECTION				1	1	1							
<i>HOMICIDE UNIT</i>							3	2	2	19	18	15	
<i>HOMICIDE REVIEW TASK FORCE</i>							1	1	0	4	4	1	





CITY OF CLEVELAND
Mayor Frank G. Jackson

Calls Responded to Vs Part I Crime By Year





CITY OF CLEVELAND
Mayor Frank G. Jackson

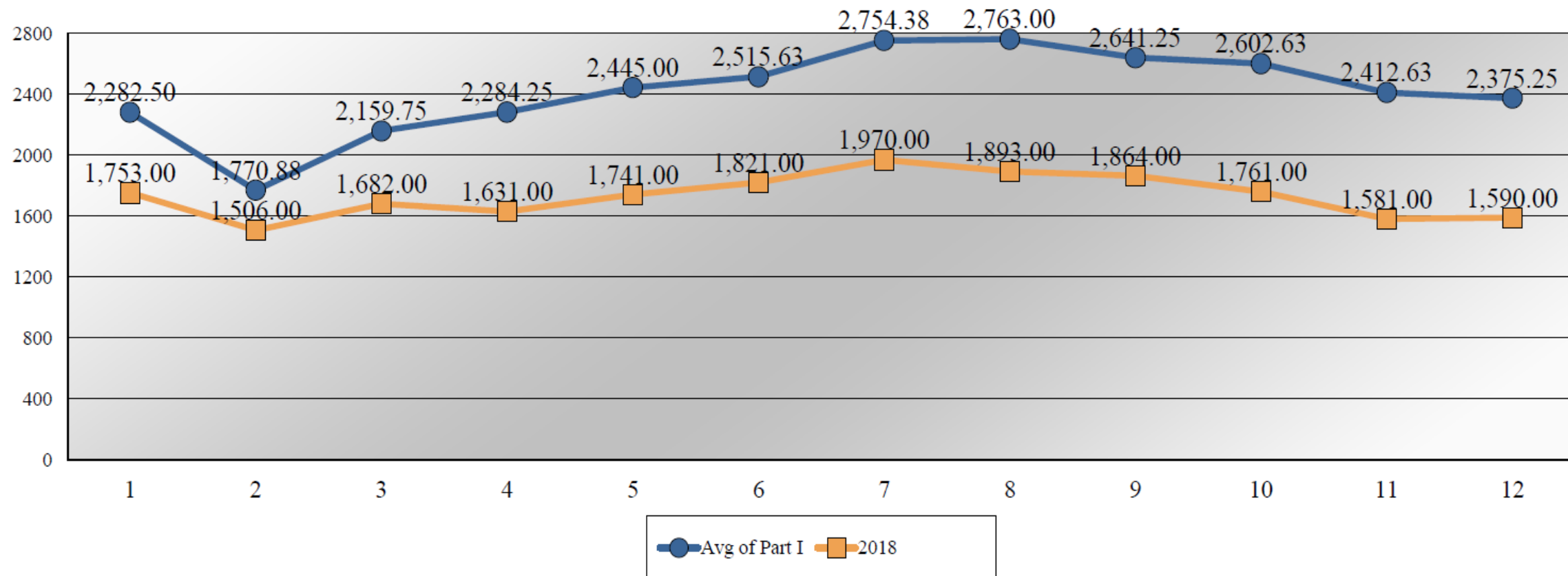
Calls Responded to Vs Part I Crime By Year





CITY OF CLEVELAND
Mayor Frank G. Jackson

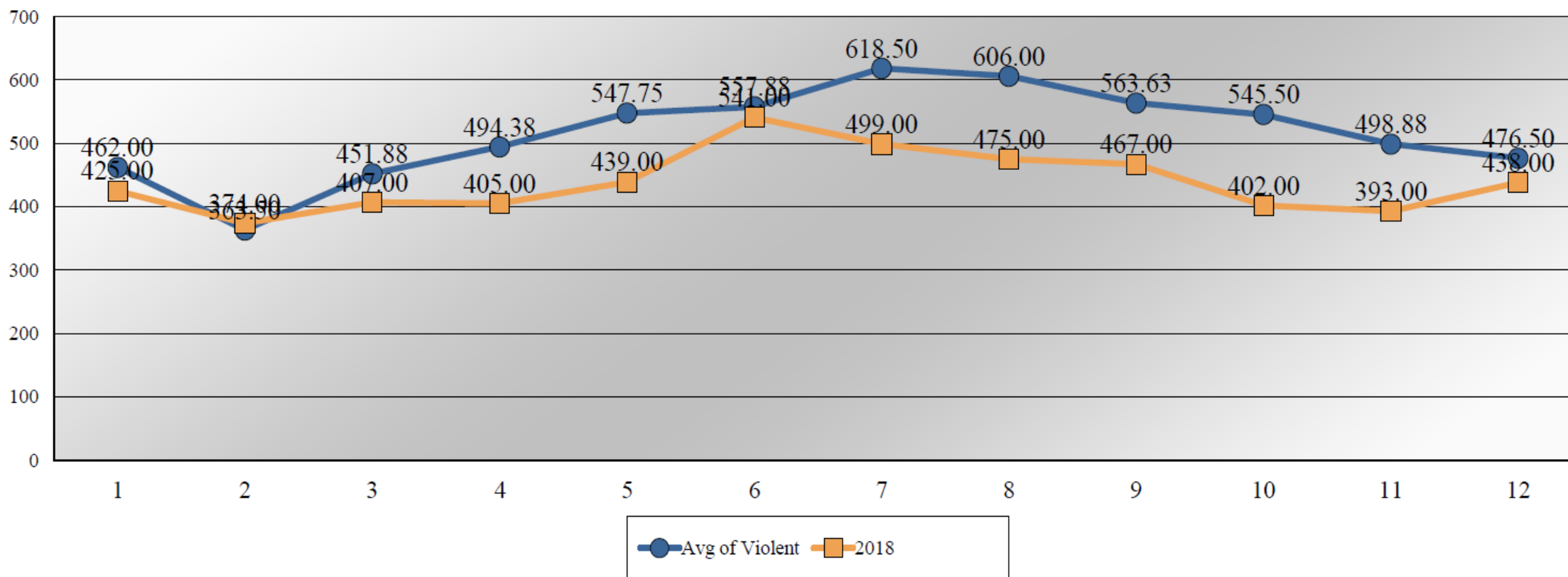
Part 1 Crime by Month Compared to Average





CITY OF CLEVELAND
Mayor Frank G. Jackson

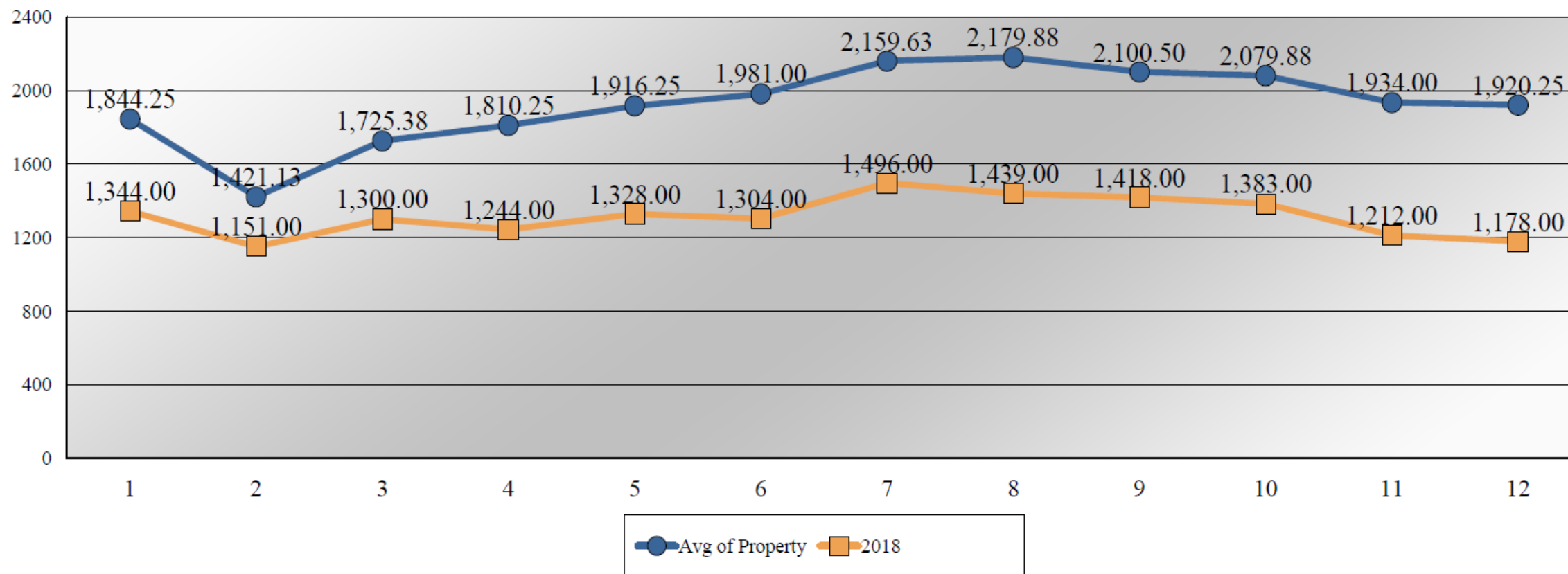
Part 1 Violent Crime by Month Compared to Average





CITY OF CLEVELAND
Mayor Frank G. Jackson

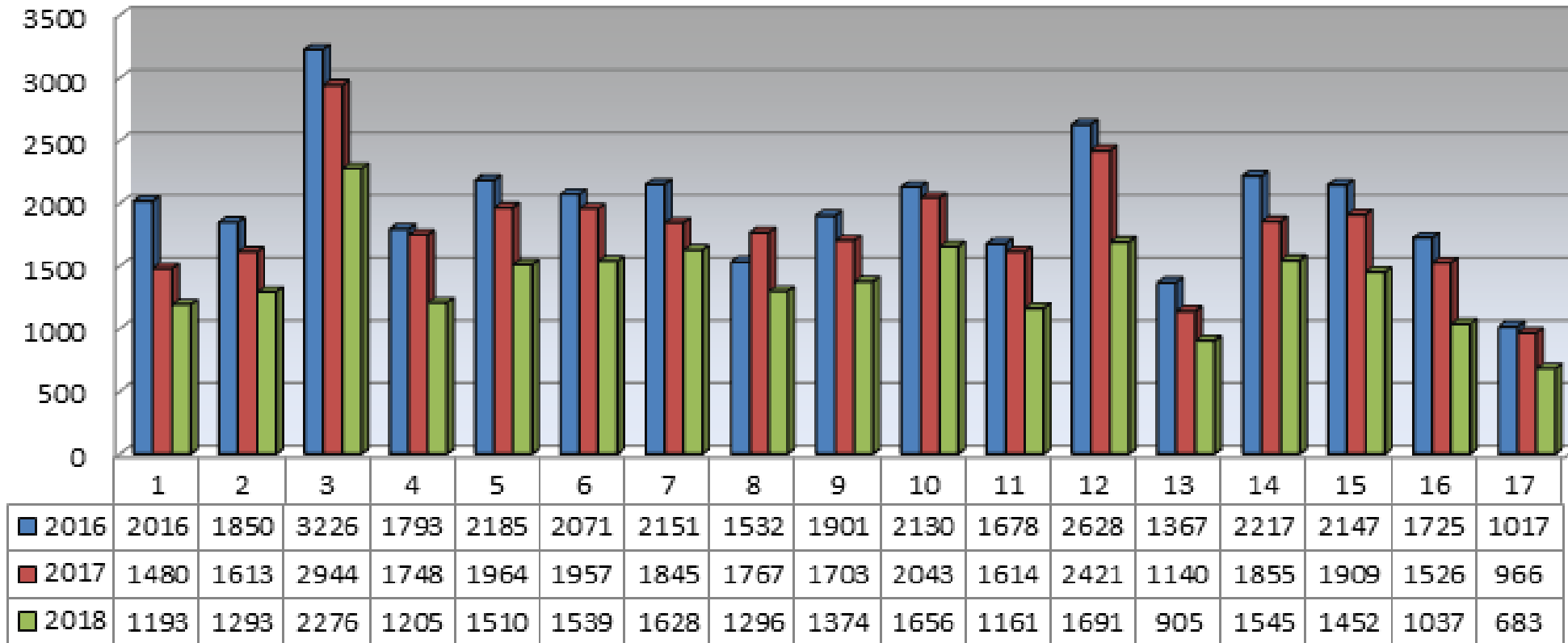
Part 1 Property Crime by Month Compared to Average





CITY OF CLEVELAND
Mayor Frank G. Jackson

Part I Crime By Ward by Year





CITY OF CLEVELAND
Mayor Frank G. Jackson

Recruit Classes





2016

- The 135th Class Academy trained at the O.S.P. Academy which began on December 14, 2015 and graduated on June 17, 2016. (55) recruits started the academy and 42 graduated
- The 136th Academy trained at the O.S.P. Academy which began on September 21, 2016 with (56) recruits and graduated (48) on April 20, 2017

2017

- The 137th Academy was a lateral transfer class which began on March 6, 2017 with (20). All (20) graduated on May 12, 2017. This class was held at the C.D.P. Training Academy
- The 138th Academy began on August 9, 2017 and was trained at the O.S.P. Academy. (52) recruits started the academy and (43) graduated on March 2, 2018





2018

- The 139th Academy was a lateral transfer class which began on January 16, 2018 with (3) recruits. All (3) graduated on March 24, 2018. This class was held at the C.D.P. Training Academy.
- The 140th Academy started on February 18, 2018 with (70) recruits and graduated (49) on August 24, 2018. This class was held at the C.D.P. Training Academy.
- The 141st Academy began on June 11, 2018 with (44) recruits at TRI-C and graduated (38) recruits on January 18, 2019
- The 142nd Academy began on July 2nd with (49) recruits and (47) are scheduled to take the state test on January 31, 2019. This class is being held at the C.D.P. Training Academy
- The 143rd Academy began on November 26, 2018 with (71) recruits and currently has (64) remaining in the class. This class is being held at the C.D.P. Training Academy





2019

- The 144th Academy is tentatively scheduled to begin at TRI-C on January 28, 2019 with (50) recruits
- The 145th Academy is tentatively scheduled to begin at TRI-C in July 2019 with (50) recruits
- The 146th Academy is tentatively scheduled to begin in the 4th quarter of 2019 with (50) recruits
- Nine (9) classes have been conducted since 2016. We have hired 420 recruits and graduated 354 over those nine (9) classes.





CITY OF CLEVELAND
Mayor Frank G. Jackson

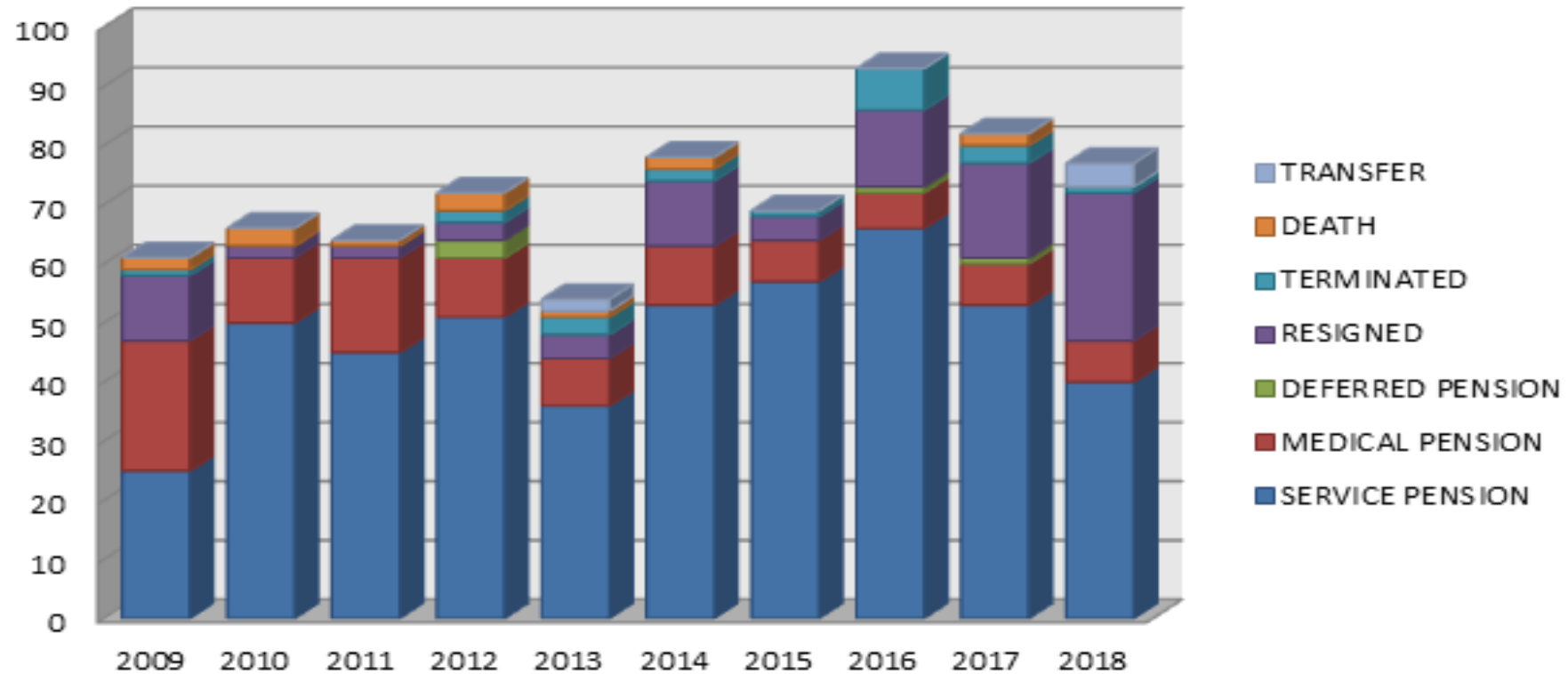
Attrition 2009 – Present





CITY OF CLEVELAND
Mayor Frank G. Jackson

Departures Since 2009

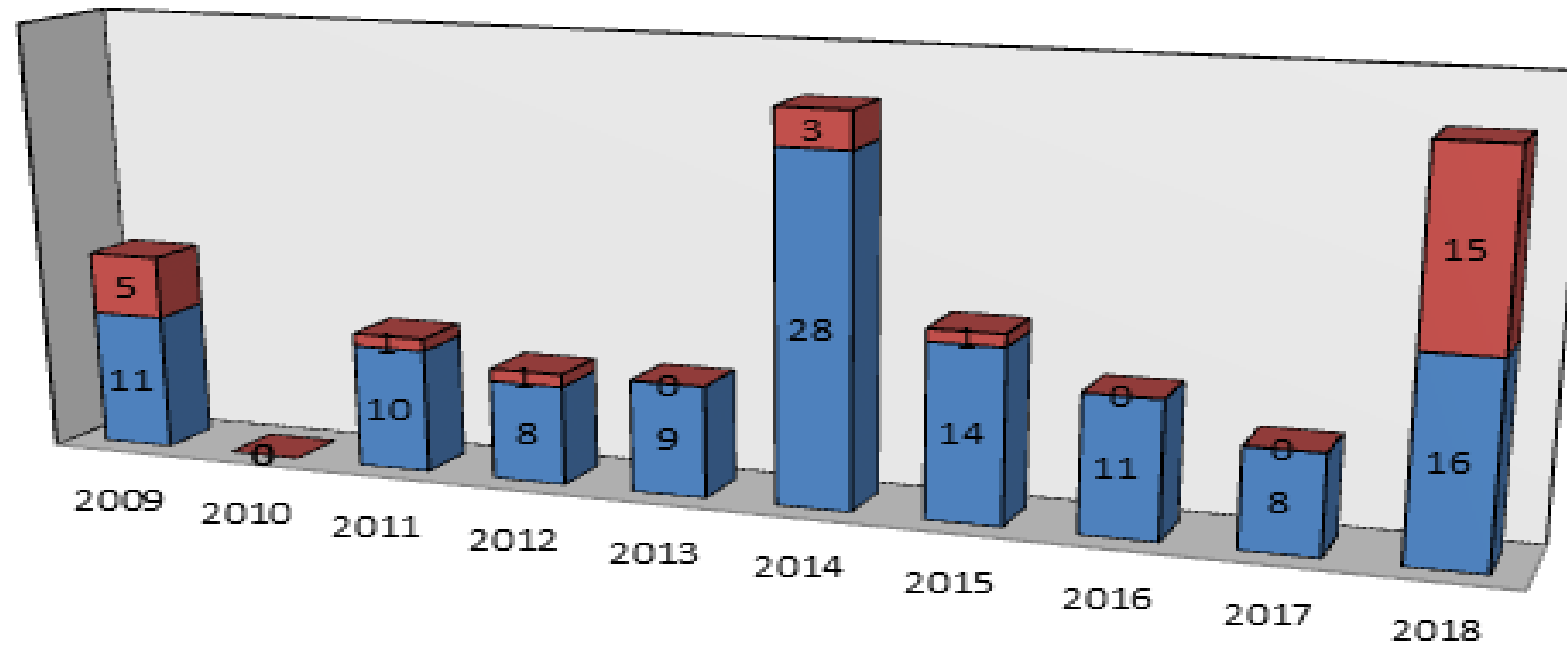




CITY OF CLEVELAND
Mayor Frank G. Jackson

Recruit Departures Since 2009

■ RECRUITS RESIGNED ■ RECRUITS TERMINATED





CITY OF CLEVELAND
Mayor Frank G. Jackson

